

CONFIDENTIAL

Executive Director  
69-2159

24 APR 1969

FILE *Personnel 12*

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Revised Fitness Report System

1. Attachments now reflect the decisions reached at the Executive Director-Comptroller's 9 April meeting on this subject.

- a. The wording "Performance is Satisfactory" has been added to the definition of the "Proficient" rating.
- b. The instructions now carry the wording "Rating Officers will certify on the fitness report that poor performance, when it occurs, has been a subject of discussion with the employee, preferably before but at least at the time of the fitness report."

2. As agreed, the package is returned for your final review and clearance before publication.

/s/ Robert S. Wattles

Robert S. Wattles  
Director of Personnel

Att

Concur:

/s/ L. K. White

24 APR 1969

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L. K. White  
Executive Director-Comptroller

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Date

## Distribution:

Orig - Return to D/Pers

1 - ER

1 - D/Pers Chrono

2 - C/PAD (1 w/h)

OP/PAD,   dbw. (22 Apr 69)*P-1-2-1*

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification

MORI/CDF Pages 4-7

Executive Registry

69-1768

27 MAR 1969

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Revised Fitness Report System

REFERENCE : Feb 13 meeting with the Executive Director-Comptroller

1. Attached for your review and clearance are the changes to our Fitness Report System discussed at the referent meeting. The "weak" and "adequate" ratings have been changed to "unsatisfactory" and "marginal" and redefined. The definition of "proficient" has been adjusted slightly in the interest of bisecting the distance between "strong" and "marginal" in the scale. Changes have been made to the Directions for Completing Form 45, Fitness Report, and there is a revision to Regulation [redacted] regarding Memorandum in Lieu of Fitness Report.

2. Changes will be made in these documents when present stocks are exhausted, which should be within six to eight months' time. The Regulation change can be made without delay.

25X1

[redacted]  
Robert S. Wattles  
Director of Personnel

Att

CONCUR:

\_\_\_\_\_  
L. K. White  
Executive Director-Comptroller

\_\_\_\_\_  
Date

## Distribution:

Orig - Return to D/Pers

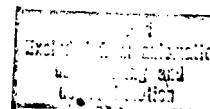
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CHANGES TO: 'Directions for Completing Form 45, Fitness Report'

Section C - Narrative Comments

Add After Third Sentence---"Comments must be furnished on any weaknesses noted in previous report."

Section D - Certification and Comments

Replace Third Paragraph---"In addition, reviewing officials should, as a matter of practice, provide their own evaluation by positive comment on the performance and potential of the individual being rated; by contributing information on future utilization or training; and by commenting on the liberality or strictness of the rater where appropriate. Follow-up action on the Marginal and Unsatisfactory ratings is also a reviewing official responsibility."

(24 March 69)

## DIRECTIONS FOR COMPLETING FORM 45, FITNESS REPORT

## GENERAL

## 1. POLICY

It is Organization policy to inform employees of the effectiveness of their work performance. Organization policy also requires that supervisors record at least once each year their opinions and evaluations of the work performance of employees under their jurisdiction. Evaluations will also be made whenever it is necessary or desirable to provide Organization management with information which may be pertinent to future personnel actions affecting these individuals.

[ ] outlines policies concerning the requirements for submitting initial, annual, reassignment and special reports, showing the report to the employee and appeals procedure. The Fitness Report, Form 45, is used to record evaluations. However, an evaluation in memorandum form may be substituted for Form 45 for employees in Grades GS-14 and above. Care must be taken to insure that the memorandum observes the basic purposes of a Fitness Report. It must contain the identifying information required in Section A of Form 45, a general description of the duties performed, and ONE rating, from among those defined in Section B of Form 45, to describe the employee's overall performance in his current position. It must also bear the signature of the supervisor and the reviewing official and must either be signed by the employee or contain an explanation for the absence of his signature.

## 2. SUBMISSION

The Fitness Report will be submitted in duplicate to the Head of the Career Service concerned. The Head of the Career Service will retain one copy and will forward the original to the Office of Personnel.

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## 3. INITIAL REPORT

A Fitness Report will be prepared for each employee as of nine months after his entrance on duty with the Organization. An initial report need not be made when a Fitness Report has already been made for some other purpose within 90 days prior to the due date of the initial report. The initial report is of particular importance in providing a record of the supervisor's evaluation of the employee before the employee has completed his twelve-month trial period. An initial report may be deferred for a period not to exceed 30 days beyond the due date to provide the supervisor with additional time to evaluate an employee who has been under his jurisdiction for less than 90 days.

## 4. ANNUAL REPORT

A Fitness Report will be prepared annually for each employee, except when a Fitness Report has been made for some other purpose within 90 days prior to the due date of the annual report. An annual report may be deferred until the employee has been under the jurisdiction of the supervisor for 90 days.

## SCHEDULE FOR SUBMISSION OF ANNUAL REPORTS

## DUE IN OFFICE OF PERSONNEL

GRADES	FOR PERIOD ENDING	FROM HEADQUARTERS	FROM FIELD
GS-1 through GS-5	31 March	30 April	31 May
GS-6 through GS-8	30 June	31 July	31 August
GS-9 through GS-11	30 September	31 October	30 November
GS-12 and GS-13	31 December	31 January	28 February
GS-14 and above	31 March	30 April	31 May

## 5. REASSIGNMENT REPORT

Supervisors will prepare a Fitness Report when the supervisor is changed by the reassignment of the employee or the super-

visor. When the supervisor is reassigned and has numerous reassignment reports to prepare he needs to complete only Sections B and D of the report.

## DIRECTIONS FOR COMPLETING FORM 45, FITNESS REPORT

### SECTION A — GENERAL

The items of this section should be completed by the appropriate administrative or personnel officer. Special instructions for completing or omitting items of this part of the report should be carefully observed on Field Transmittal — Fitness Report, Form 45a.

### SECTION B — EVALUATION OF PERFORMANCE OF SPECIFIC DUTIES AND OF OVERALL PERFORMANCE

#### Rating Scale

The rating scale as set forth in this section in Form 45, Fitness Report, is to be used to reflect evaluation of Specific Duties and of Overall Performance. Use a single rating letter without the addition of decimals, plus or minus signs, or other modifications. In making your selection of the adjective evaluation for Section B and in completion of the narrative in Section C the following factors should be considered as appropriate:

Cost Consciousness	Mobility
Security Consciousness	Initiative
Ability to Think Clearly	Versatility
Supervisory Effectiveness	Productivity
Acceptance of Responsibility	Decisiveness
Foreign Language Competence	Resourcefulness
Effectiveness of Oral Expression	Cooperativeness
Effectiveness of Written Expression	Records Discipline

#### Rating of Performance of Specific Duties

In this section the supervisor will list in order of importance the most significant duties the employee has performed during the rating period. Each duty shall be described in sufficient detail to provide information which may be useful later in considering individuals for other assignments. Your evaluation should be recorded by entering the appropriate letter in the box provided for your evaluation of each duty.

#### Rating of Overall Performance in Current Position

In making this rating the supervisor should take into account the employee's conduct on the job as well as his performance on all specific duties. Each supervisor will weigh these factors in his own mind so as to arrive at a rating which will reflect an employee's overall value on the job. When an employee's overall performance is rated "Outstanding," the supervisor shall indicate in an attachment to Form 45 whether additional special recognition is warranted and, if so, the form of recognition being accorded or contemplated.

### SECTION C — NARRATIVE COMMENTS

In this section the supervisor describes the employee's demonstrated abilities or deficiencies in the performance of his present job. Full narrative comments should be made on each appropriate element. The narrative comments may include reference to a specific duty. Statements such as "no change from

previous report" will not be used. Any relatively high or low ratings in Section B should be explained or amplified by supporting statements. In addition, the supervisor may comment here on any extenuating circumstances which might affect the productivity and effectiveness of the employee. Comment should be made on the relative performance of the person being rated with other people known to the rater doing comparable work. Manner of performance of managerial and supervisory duties and cost consciousness in the use of personnel, space, equipment, and funds must be commented on for all employees who have responsibility for managing Agency assets. (If the employee being rated does not have such responsibilities, a statement to that effect must be included.) In evaluating managerial and supervisory effectiveness, the following factors should be considered:

- Delegation of responsibility
- Establishment and maintenance of clear lines of authority
- Use of personnel, space, equipment, funds, etc.
- Formulation and coordination of programs
- Developing teamwork

In completing the ratings on Career-Provisional employees comment should be made on the intent, capability and desire of the individual to fulfill the service obligations of the Career Service to which he is assigned.

### SECTION D — CERTIFICATION AND COMMENTS

The person being rated may attach to his Fitness Report a memorandum concerning any part of the report. The memorandum will be attached to the original for inclusion in the Official Personnel Folder.

Reviewing officials are responsible for assuring that all reports made by rating officials under their jurisdiction are consistent and reflect uniform standards of reporting. Through the counseling and supervision of rating officials, reviewing officials can play a major role in improving the operation of the Fitness Report program.

In addition, reviewing officials should as a matter of practice submit a brief narrative evaluation of the performance and potential of the individual being rated, noting the degree to which he is personally familiar with the individual and his work. Even though the reviewing official may not be able to evaluate the individual from firsthand experience with him, it is likely that the reviewing official may be able to contribute useful information concerning future utilization or training of the individual based on the review of his record of performance and assignments.

If the reviewing official is in substantial disagreement with the rating official he should state whether or not he has discussed the evaluation with the rating official and the employee.

When a person departs an overseas station without having been shown his Fitness Report, it is incumbent upon the Career Service to have the report shown to the individual.

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